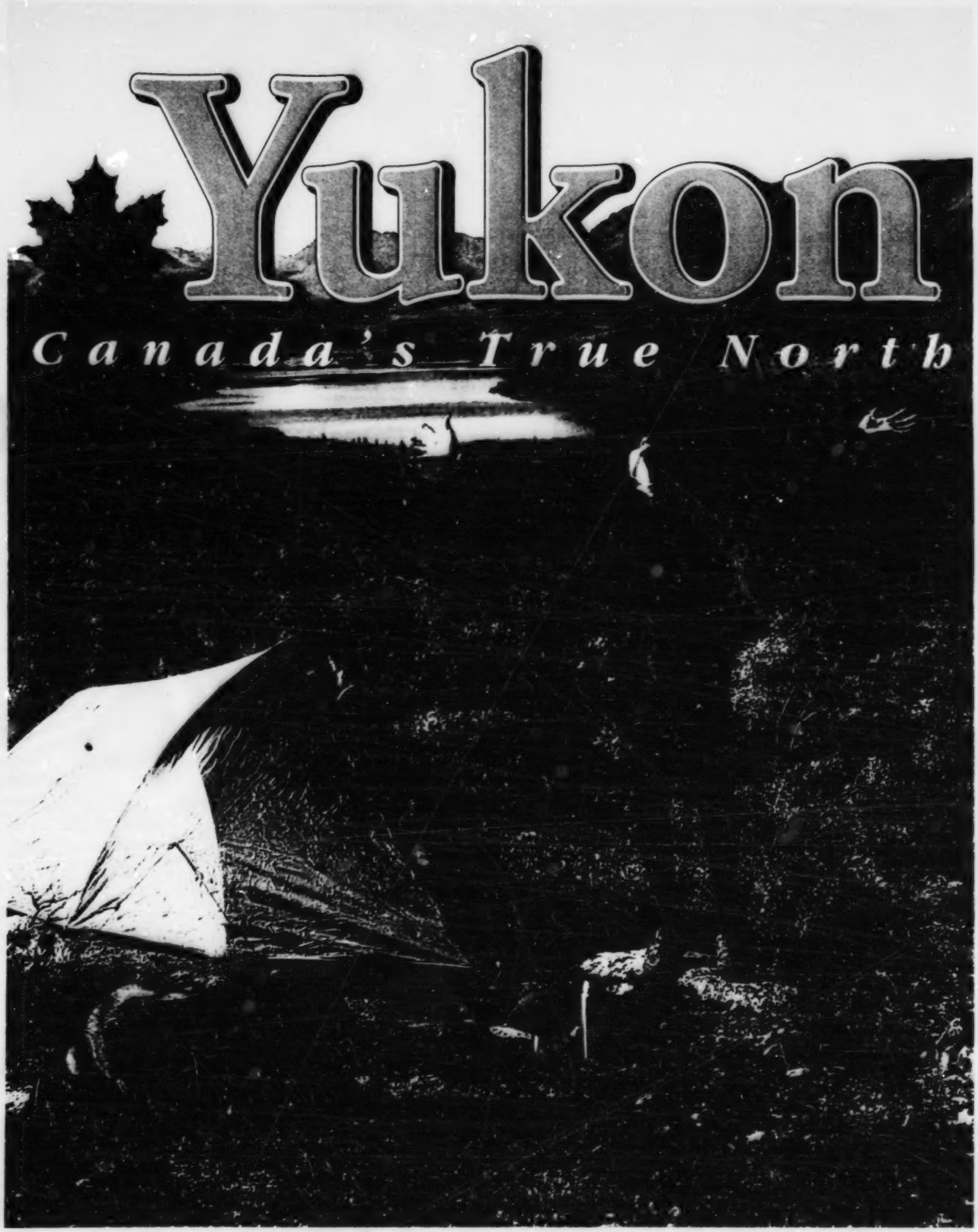


Tourism Yukon Three-Year Marketing Strategy 2002 – 2004

prepared by **Tourism Yukon**

Yukon
Tourism

102-06763/

table of contents

Introduction 2

Where We Are Today

What sets us apart 3

Benchmarks of our success 4

Where We Want To Be

Marketing vision statement 5

Three-years-out marketing objectives 5

Getting There

Marketing positioning statement 6

Principles 6

Guidelines 7

Key strategies 8

- Marketing strategies 8
- Communication strategies 8
- Product development strategy 9

Implementation – The Annual Marketing Plan – An Overveiw

Introduction 10

Marketing plan objectives 10

Campaign and initiatives per market strategy 11

Fit to geographic markets 12

Annual marketing cycle 13

Role of the YTMP 14

Language of tourism 15

introduction

This three-year strategy is Tourism Yukon's road map to grow tourism revenues in the Yukon by 10% to $176 million by 2004. This will be accomplished with two key strategies:

1) **Seek to attract high-yield niche markets in all seasons; and**

2) **Entice all Yukon visitors to stay longer and spend more.**

These strategies reflect the strength of our existing touring (coach, rubber tire) visitors from which there are opportunities to gain more economic value. It also embraces niche markets arising from the trend that travellers want more independence, authenticity and experience from their holidays.

Yukon's industry response to niche markets like long-haul RV, adventure travel and aurora viewing sets the stage for emerging products such as First Nations tourism and learning travel.

This strategy document and its objectives are based on input from Yukoners (2000 Consultation Report) and by Yukon Tourism Marketing Partnership (YTMP) members (2001 Workshop and Retreat).

where we are today

What Sets Us Apart

The Yukon touches your soul.

- The Yukon embodies the wild in wildlife and wilderness.
- The Yukon delivers the essence of a real Canadian experience; picturesque landscapes, breathtaking mountains and crystal-clear rivers.
- The Yukon offers a connection to priceless stories of wisdom and respect told by First Nations people who have lived in tandem with nature for thousands of years.
- The Yukon represents the awe of enduring spirit. The last great frontier adventure brought thousands to seek their fortune in a gold rush from sea to mountain pass and along the flowing path of the Yukon River to Dawson City.
- The Yukon is about loving where you live. Fall colours and fresh-picked cranberries. The breathtaking beauty of an aurora-lit sky. Warm spring days on snow-covered trails. The excitement of exploring under the midnight sun. Expressing ourselves through our art, music and work.

  All these experiences set the Yukon apart from other tourism destinations.

where we are today

Benchmarks of Our Success

Examples

In 1999:

- Tourism revenue was estimated at $160 million.
- Workforce included 2,000 tourism jobs.
- Summer visitation totalled 232,766*, an increase of 12.6% from 1994.

In 2000:

- Border crossings totalled 301,775, an increase of 13.4% from 1995.
- The number of clients guided by wilderness licensed operators totalled 24,762, or approximately 40,000 user days.
- All Yukon museum visitors totalled 67,000.
- Beringia Interpretive Centre visitors totalled 19,664.
- The Dempster Highway Interpretive Centre totalled 6,700 visitors.

**Visitor Exit Survey – 1999*

Communications

In 2000:

- Tour Yukon Web site received approximately 150,000 visits.
- Print inquiries totalled 45,045.
- Web requests for vacation guides totalled 4,688.
- Advertising campaigns produced an average conversion rate of 18.8%.

where we want to be

Marketing Vision Statement

Be the unique, legendary Yukon through real experiences, real people, real history and real nature.*

**Approved by YTMP January 2001*

Three-Years-Out Marketing Objectives

1. Increase annual tourism revenues by 10%, from $160 million in 2000 to $176 million by 2004 (Business Survey).
2. Increase the number of tourism-related jobs from 2,000 in 1999 to 2,100 by 2004 (Business Survey).
3. Increase summer tourism expenditures in all Yukon regions from $62.7 million in 1999 to 70 million by 2004 (Visitor Exit Survey – 1999).
4. Increase off-season visitation (October to April) by 10%, from 35,346 in 2000 to 38,880 by 2004 (Border-Crossing Statistics).

getting there

Marketing Positioning Statement

Yukon is a real wilderness destination featuring people whose northern lifestyle celebrates our nature, history, arts and cultures. Yukon's tourism industry delivers high-quality, hands-on, authentic and year-round cultural, historical and natural experiences in all regions.

Principles

From *A Consultation Report: Vision for the Development of Tourism in the Yukon (2000):*

- Respect for the environment.
- Respect for Yukon people.
- Dialogue with Yukon people.
- Sustainable communities.

getting there

Guidelines

Marketing

- Prioritize high-yield niche markets that will provide a high ROI (return on investment).
- Adopt a retail, customer-oriented approach.
- Be research and business driven.
- Respect Yukoners' values for people, the environment and culture.
- Diversify markets to lessen reliance.
- Leverage through partnerships.

Communications

- Strive for cooperative advertising opportunities.
- Reflect brand and campaign themes in all images.
- Clearly communicate marketing programs to industry.
- Ensure product authenticity is reflected in all marketing activities.
- Utilize new/best technologies to go interactive.

Product

- Support sustainable year-round product development.
- Strive to offer more world-class products.
- Sell what Yukon has and invest in what is authentically Yukon.

getting there

Key Strategies

Marketing Strategies

Attract high yield niche markets in all seasons

- High ROI and destination Yukon visitors.

Keep visitors here longer and spending more

- Primarily touring to increase average trip expenditures and length of stay.

Communication Strategies

Reinforce the Yukon brand

- Canada's True North.

Generate awareness strategically

- Take a geographic and vertical approach to markets.
- Increase resident pride and knowledge of Yukon destinations.

getting there

Product Development Strategy

(To be implemented by Industry Services)

Product-Ready Component

- Help grow market-ready, retail-friendly, authentic day and multi-day tour products in all regions with the assistance of regional tourism plans.

Destination Regions Component

- Help develop "destination regions" by supporting the growth of appropriate day and multi-day guided and non-guided activities, attractions and events in each region.

Scenic Drives Component

- Develop "themed" road routes to each "destination region," with support to be given to grow day and multi-day guided and non-guided activities, interpretive attractions and events.

implementation – the annual marketing plan – an overview

Introduction

Each spring a Marketing Plan will be released detailing the campaigns and initiatives for the year, including objectives, target market segments, and key program directions. Each campaign and initiative will also include industry buy-in opportunities.

Marketing Plan Objectives

- Increase ROI per campaign
- Increase qualified visits to the Web site
- Increase inquiries for more information
- Increase conversion rate
- Increase length of stay
- Increase average expenditures
- Increase trade revenues

implementation – the annual marketing plan – an overview

Campaign and Initiatives per Marketing Strategy

1. Attract high-yield niche markets in all seasons

Adventure Campaigns

- Multi-day Guided (Fishing, Activity-Based)

Winter Campaigns

- Multi-day Guided Adventure and Dogsledding
- Events, Festivals and Day Adventure
- Aurora Viewing

Touring and Fly-Drive Campaigns

- Adventure Regions and Scenic Drives
- Group Tours

Travel Trade Campaigns

- Europe (German-speaking and UK)
- Australia
- Asia (Taiwan and Japan)
- Emerging
- Travel Agents
- MCIT Campaign
- Yukon Convention Bureau

Specialty Niche Initiatives

- Guided Hunting
- First Nations Tourism
- Learning Tourism
- ESL Adventure
- Guided Snowmobiling

2. Keep visitors here longer and spending more.

Stay Another Day Campaigns

- Regional Awareness
- Day Adventure and Culture (Art, History)
- Festival, Events and Attractions

Visitor Service Initiatives

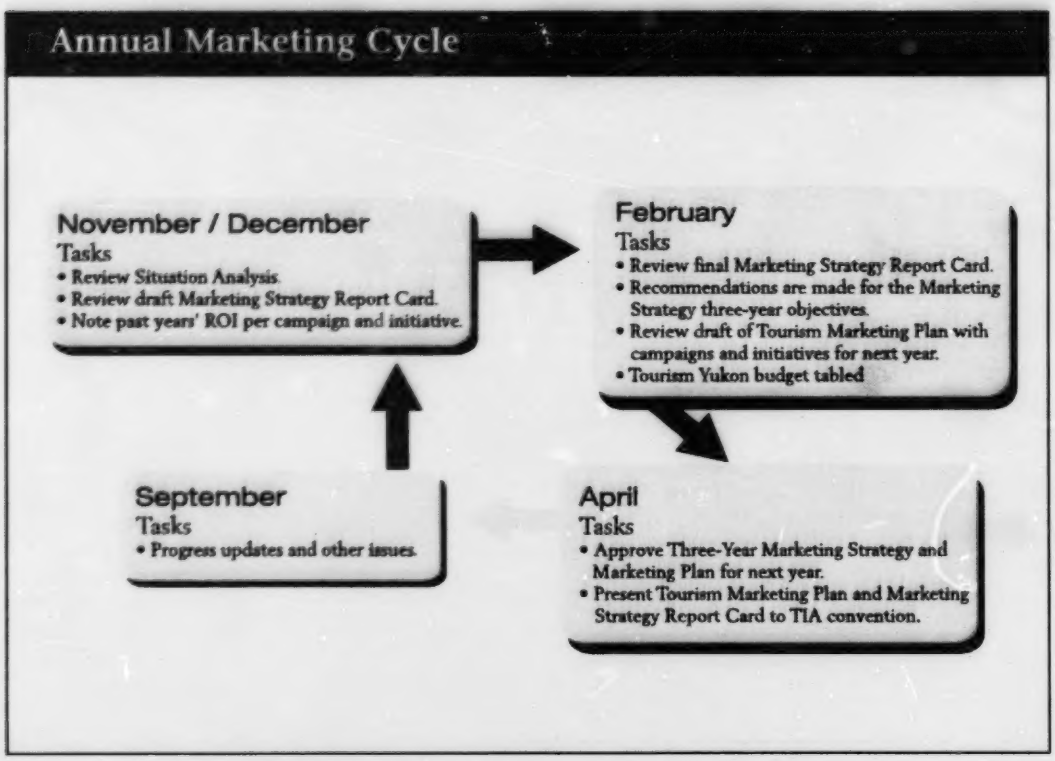
- 1-800 (Fulfillment)
- Visitor Reception Centres (retail customer approach)

implementation – the annual marketing plan – an overview

Fit to Geographic Markets

	Canada US	Yukon Alaska BC	UK	German speaking	Australia	Japan Taiwan	France Italy Holland
Stay Another Day							
➢ Regional Awareness	✓	✓					
➢ Day Adventure and Culture (Art, History)	✓	✓					
➢ Festivals, Events, Attractions	✓	✓					
Touring and Fly-Drive							
➢ Adventure Regions and Scenic Drives	✓		✓	✓	✓		✓
➢ Group Tour	✓		✓	✓	✓		✓
Adventure							
➢ Multi-day Guided (Fishing, Activity-based)	✓		✓	✓	✓		
Winter							
➢ Guided Adventure and Dogsledding	✓		✓	✓	✓	✓	
➢ Events, Festivals and Soft Adventure	✓	✓	✓	✓		✓	
➢ Aurora Viewing						✓	
MCIT	✓	✓	✓	✓			✓
Specialty Niche Initiatives							
➢ Learning Tourism	✓	✓					
➢ Guided Hunting	✓			✓	✓		✓
➢ Guided Snowmobiling	✓	✓		✓			
➢ ESL Adventure				✓		✓	
➢ First Nations	✓		✓	✓			✓
Visitor Sales Initiatives							
➢ 1-800 (Fulfillment)	✓	✓	✓	✓	✓	✓	✓
➢ VRCs (Retail Customer Approach)	✓	✓	✓	✓	✓	✓	✓

implementation – the annual marketing plan – an overview


Annual Marketing Cycle
November / December
Tasks
• Review Situation Analysis.
• Review draft Marketing Strategy Report Card.
• Note past years' ROI per campaign and initiative.
February
Tasks
• Review final Marketing Strategy Report Card.
• Recommendations are made for the Marketing Strategy three-year objectives.
• Review draft of Tourism Marketing Plan with campaigns and initiatives for next year.
• Tourism Yukon budget tabled
September
Tasks
• Progress updates and other issues.
April
Tasks
• Approve Three-Year Marketing Strategy and Marketing Plan for next year.
• Present Tourism Marketing Plan and Marketing Strategy Report Card to TIA convention.

implementation – the annual marketing plan – an overview

Role of the YTMP

Marketing Committee

- Review yearly the Marketing Strategy
  Report Card and Situation Analysis
- Make recommendations for three-year outlook
  Marketing Strategy objectives

Communications Committee

- Review the Marketing Plan tactics to ensure they meet campaign objectives.
- Ensure Marketing Plan fulfills the Marketing Strategy objectives.

Research Committee

- Implement a process to ensure the 2004 Visitor Exit Survey data is completed in a timely manner.
- Implement a process for assessing winter tourism revenue and expenditures.
- Implement a process for recording pre-trip expenditures and total values of sectors like wilderness tourism and travel trade.

Travel Trade Committee

- Review Travel Trade Campaigns tactics to ensure they meet Marketing Strategy objectives.

Product Development Committee

- Oversee the Product Development Strategy.

Visioning Committee

- Use current market research to identify trends that are significant to the Marketing Strategy's three-year outlook.

the language of tourism

YTMP
The Yukon Tourism Marketing Partnership is a committee of industry and government representatives who are working together to direct and evaluate Yukon's marketing programs.

MCIT
Meetings, conventions and incentive travel sector.

ROI
Return on investment.

Travel Trade
The travel trade sector consists of wholesalers, tour operators, travel agents and other industry reps who might buy Yukon tourism product.

FAM Tour
The tourism industry often uses familiarization tours to introduce the travel trade and media to Yukon tourism product.

Conversion Rate
This rate is a percentage measuring the success of a given marketing campaign (i.e. number of inquiries or bookings that result from a total number of advertising impressions).

the language of tourism

Visitor Exit Survey
Seasonal statistics recording a visitor's last point of exit from the Yukon between June and September, collected every five years.

Marketing Strategy
Sets marketing objectives three years out.

Marketing Strategy Report Card
Reviews yearly progress towards the three-year-out objectives and reviews all available annual measures for campaign success.

Marketing Plan
Annual marketing campaign and initiatives including opportunities for industry buy-in and participation.

Situation Analysis
With the involvement of YTMP, this strategy will be reviewed yearly using a Marketing Strategy Report Card to evaluate progress and to re-set the three-year objectives. Complementing the report card will be a Situation Analysis Report that will include current CTC and Yukon market research. The document will also include a SWOT analysis of opportunities and threats that may affect tourism growth in the Yukon.